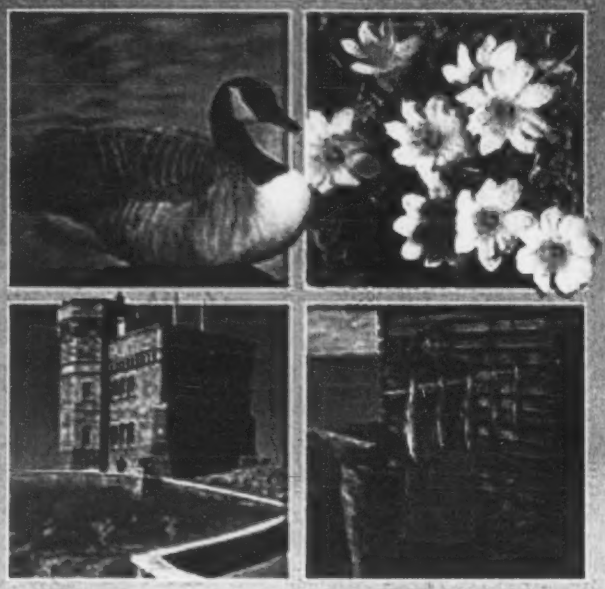
PARKS CANADA AGENCY

2009-2010 ESTIMATES

A Report on Plans and Priorities



Parks Canada Parcs Canada

Canada

Serving Canadians

THE PARKS CANADA CHARTER

OUR MANDATE

On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

OUR ROLE

We are guardians of the national parks, the national historic sites and the national marine conservation areas of Canada.

We are guides to visitors from around the world, opening doors to places of discovery and learning, reflection and recreation.

We are partners, building on the rich traditions of our Aboriginal people, the strength of our diverse cultures and our commitments to the international community.

We are storytellers, recounting the history of our land and our people — the stories of Canada.

OUR COMMITMENTS

To protect, as a first priority, the natural and cultural heritage of our special places and ensure that they remain healthy and whole.

To present the beauty and significance of our natural world and to chronicle the human determination and ingenuity which have shaped our nation.

To celebrate the legacy of visionary Canadians whose passion and knowledge have inspired the character and values of our country.

To serve Canadians, working together to achieve excellence guided by values of competence, respect and fairness.

2002

PARKS CANADA AGENCY

2009-2010 ESTIMATES

A Report on Plans and Priorities

Canada Goose
Forillon NP (QC),
E. Le Bel, 2003

Flowers
Aulavik NP (NT),
W. Lynch, 1994

Cabot Tower
Signal Hill NHS (NL),
J. F. Bergeron, 2002

Interpretation in
Period Costume
Fort St. James NHS (BC),
D. Houston, 2003

Bottom Landscape
Snowy Mountain, Mount Revelstoke National Park of Canada (Parks Canada)
Lake and mountains (Parks Canada)
Motherwell Homestead National Historic Site of Canada (Parks Canada)
Fortress of Louisbourg National Historic Site of Canada (Parks Canada)
Château Frontenac National Historic Site of Canada (P. St.-Jacques, 1994)
Fall foliage (Parks Canada, Michael Wood, 1997)
Waves (Parks Canada, André Cornellier, 1991)

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the Chief Executive Officer of Parks Canada, 2009

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MINISTER'S MESSAGE

Through a network of 42 national parks, 158 national historic sites, and 3 national marine conservation areas, Parks Canada invites Canadians and people around the world to engage in personal moments and in the inspiring discovery of our treasured natural and historic places.

Over the years, Parks Canada has built its worldwide reputation as one of the most competent and knowledgeable heritage conservation organizations. As well, its role as a key leader in sustainable tourism opportunities is valued in the tourism industry. However, our world is changing and Parks Canada is facing a wide array of challenges influencing both the condition of Canada's special places and the leisure and tourism trends and expectations of the Canadian public.

Our government is committed to ensuring that our national parks, national historic sites and national marine conservation areas remain protected while offering Canadians meaningful learning opportunities and inspiring visitor experiences. In doing so, Parks Canada endeavours to provide the best opportunities for Canadians to experience and connect with the inspiring stories of our rich and diverse heritage and to provide economic growth in communities across the country.

To achieve its mandate, Parks Canada works hand in hand with Aboriginal, government, community, tourism and business partners. As demonstrated through Budget 2009, our Government is committed to rise to the economic challenges we are facing and is providing new funding for Parks Canada projects geared at achieving a common goal: protecting Canada's future. These projects include the completion of the twinning of the Trans-Canada highway in Banff National Park of Canada to increase passenger safety and ease traffic flows; upgrading national historic sites, including a number of sites connected with the 200th anniversary of the War of 1812; and improving and enhancing Parks Canada's visitor facilities as they are powerful factors in support of tourism and regional economic development.

By working together, we can achieve our important mandate: to ensure that Canada's exemplary system of national parks, national historic sites and national marine conservation areas — the natural and cultural features that have defined our country's destiny and forged our Canadian identity — will continue to enrich our lives and the lives of future generations.

Paper copy signed by

The Honourable Jim Prentice, P.C., Q.C., M.P.
Canada's Environment Minister and Minister responsible for Parks Canada

For further information visit our website www.pc.gc.ca

Message from the Chief Executive Officer

Canada abounds with natural and historic sites that are inspiring, evocative and, above all, irreplaceable. Parks Canada protects a selection of these sites because they help us explore the history of our vast country and understand what it means to be Canadian. For Parks Canada, it is as important to protect these invaluable sites as it is to present them to Canadians and tourists from around the world, who, year after year visit our national parks, historic sites and marine conservation areas, bringing home a host of cherished memories.

The protection of these sites is linked closely to our ability to help the public connect with these places of discovery and help them enjoy countless opportunities to experience them, whether alone or with family and friends.

Together, these sites represent a legacy of inestimable value that reflects who we are. To ensure it is passed on to our grandchildren, our Agency builds partnerships with citizens across Canada, works at harmonizing our work with public expectations, and implements sustainable approaches and methods.

These sites — jewels of the Canadian tourism industry — contribute to national and regional economic growth, provide exciting opportunities for Aboriginal people, rural areas and Northern Canada, and inspire our children to become the next generation of guardians and promoters of our heritage.

By inviting Canadians to experience the inspiring sites we protect on their behalf, we hope they will develop strong personal connections and a lasting desire to protect these powerful historic and natural symbols of our nation.

While protecting Canada's natural areas and historic sites, and while recounting the stories of men and women who helped shape our nation and values, we contribute to our country's economic health, and we help protect our country's future. The new funding announced in Budget 2009 brings about a mixture of challenges and opportunities and I stand confident that the Parks Canada Agency will manage to deliver lasting results.

Across the country, employees work fervently to preserve the legacy of the Canadian visionaries who created the world's first national parks service. I commend these employees for their excellent work, their know-how and their passion. However, everyone has a role to play in the stewardship of Canada's superb natural and historic treasures. It is up to all Canadians to join in the stewardship of Canada's wonderful historic and natural treasures.

Paper copy signed by

Alan Latourelle
Chief Executive Officer
Parks Canada Agency

Section I:

PARKS CANADA AGENCY OVERVIEW

Raison d'Être

The mandate of the Parks Canada Agency is presented in the *Parks Canada Agency Act*:

> On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

Parks Canada, which was established as a separate Government of Canada Agency in 1998, is responsible for the following legislation:

- the *Parks Canada Agency Act;*
- the *Canada National Parks Act;*
- the *Canada National Marine Conservation Areas Act;*
- the *Historic Sites and Monuments Act;*
- the *Heritage Railway Stations Protection Act;*
- the *Historic Canal Regulations* pursuant to the *Department of Transport Act;*
- the *Heritage Lighthouse Protection Act;* and
- the *Species at Risk Act.*

Parks Canada's Chief Executive Officer reports directly to the Minister of the Environment.

Responsibilities

Parks Canada manages national parks, national historic sites and national marine conservation areas on behalf of Canadians. Parks Canada is a proud steward of these heritage places and protects and presents them for the benefit and enjoyment of Canadians while ensuring that they remain unimpaired for present and future generations.

National parks and national marine conservation areas are representative examples of Canada's terrestrial and marine regions. They offer to Canadians a variety of recreational activities and learning experiences as well as a unique opportunity to personally connect with their land.

Each national historic site tells its own story and contributes to our understanding of Canada as a whole. They are special places where visitors can learn about the persons and events that shaped Canada as we know it today and where they can experience Canada's history. Parks Canada ensures that the system of national historic sites–comprised of places, persons and events of national historic significance–reflects the country's evolving history. The system is developed in collaboration with Canadians to define important aspects of Canada's history.

In some cases, Parks Canada's heritage activities are focused on formal designations by the Government of Canada and, where mandated, providing support for the preservation and presentation of designated heritage properties that are managed by others. These include many national historic sites, heritage railway stations, heritage lighthouses, federal

heritage buildings, archaeological sites, the gravesites of Canadian Prime Ministers and Canadian heritage rivers.

Parks Canada assumes a leadership role in built heritage conservation through the Historic Places Initiative. This collaboration involves all levels of government–local, provincial, territorial and federal–and it has created the tools such as the Canadian Register of Historic Places and the *Standards and Guidelines for the Conservation of Historic Places in Canada* to enable Canadians to learn about, value, enjoy and conserve our country's historic places.

Parks Canada also contributes to international heritage conservation through its leadership and participation in international conventions, programs, and agreements, notably the World Heritage Convention. To better support its international efforts, Parks Canada is creating an International Programs Secretariat to serve as a focal point for its international activities.

There are approximately 22 million person-visits annually to the heritage places administered by Parks Canada. Agency expenditures support over 31,000 jobs in the Canadian economy, including employment in many communities across the country directly associated with a national park or national historic site.

Parks Canada's long-term goal is to establish at least one national park and one national marine conservation area in each of Canada's terrestrial and marine regions. The system of national parks, presented in figure 1, represents Canada's terrestrial regions. As of March 31, 2008, there are 42 national parks representing 28 of Canada's 39 terrestrial regions making the system over 70 per cent complete.

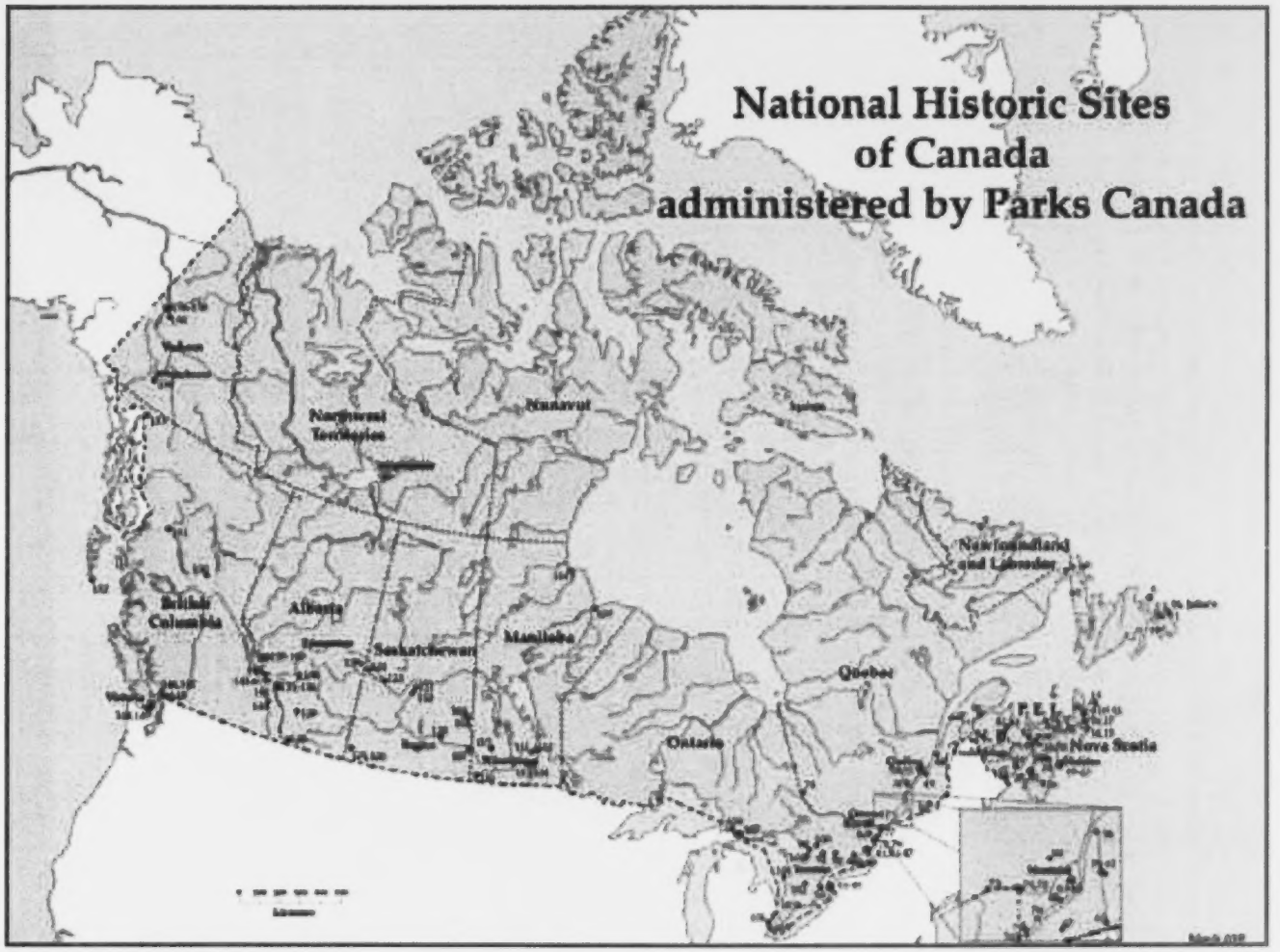
The system of national historic sites represents places, persons and events of national historic significance. The long-term goal is for the system to represent the breadth and diversity of Canadian history. As of March 31, 2008, Canada's system of national historic sites (including historic canals) consists of 935 places of national historic significance. Of these, 158 are administered directly by Parks Canada as displayed in figure 2. The system also includes 612 national historic persons and 395 national historic events.

The system of national marine conservation areas, as shown in figure 3, represents Canada's marine regions spanning its three oceans and the Great Lakes. This system is in the early development stages. Including the recently established Lake Superior National Marine Conservation Area, three of Canada's 29 marine regions are represented making the system 10 per cent complete.

More information on Parks Canada's mandate and responsibilities is available on its website at www.pc.gc.ca

Figure 1: The System of National Parks of Canada

Figure 2: National Historic Sites of Canada administered by Parks Canada



Parks Canada Agency / Parcs Canada

Canada

Figure 2: National Historic Sites of Canada administered by Parks Canada *(cont'd)*

National Historic Sites of Canada administered by Parks Canada

Newfoundland and Labrador
1. Cape Spear
2. Signal Hill
3. Hawthorne Cottage
4. Castle Hill
5. Ryan Premises
6. L'Anse aux Meadows
7. Port au Choix
8. Red Bay
9. Hopedale Mission

Nova Scotia
10. Fortress of Louisbourg
11. Webb's Landing
12. Royal Battery
13. Museum
14. Grassy Island Fort
15. Canso Islands
16. St. Peters Canal
17. St. Peters
18. Alexander Graham Bell
19. Fort McNab
20. Georges Island
21. Halifax Citadel
22. Prince of Wales Tower
23. York Redoubt
24. Fort Edward
25. Grand-Pré
26. Kejimkujik
27. Fort Anne
28. Charles Fort
29. Port-Royal
30. Melanson Settlement
31. Fort Lawrence
32. Bastion

Prince Edward Island
33. Port-la-Joye–Fort Amherst
34. Ardgowan
35. Province House
36. Dalvay-by-the-Sea
37. L.M. Montgomery's Cavendish

New Brunswick
38. Fort Gaspareaux
39. Fort Beauséjour – Fort Cumberland
40. La Coupe Dry Dock
41. Monument-Lefebvre
42. Beaubears
43. Hopewell Rock Provincial Park
44. Carleton Martello Tower
45. St. Andrews Blockhouse

Quebec
46. Battle of the Restigouche
47. Pointe-au-Père Lighthouse
48. Grosse Île and the Irish Memorial
49. Lévis Fort
50. Saint-Louis Forts and Châteaux
51. Carleton-Dalhousie

Quebec (continued)
52. Fortifications of Québec
53. Maillou House
54. Québec Garrison Club
55. Montmorency Park
56. Louis S. St. Laurent
57. Parque de Saint-Maurice
58. Grand-Mère Canal
59. Chambly Canal
60. Fort Chambly
61. Fort Ste. Thérèse
62. Fort Lennox
63. The Fur Trade at Lachine
64. Lachine Canal
65. Louis-Joseph Papineau
66. Ste George-Étienne Cartier
67. Battle of the Châteauguay
68. Sainte-Anne-de-Bellevue Canal
69. Sir Wilfrid Laurier
70. Coteau-du-Lac
71. Carillon Barracks
72. Coteau Canal
73. Manoir Papineau
74. Fort Témiscamingue

Ontario
75. Glengarry Cairn
76. Sir John Johnson House
77. Inverarden House
78. Battle of the Windmill
79. Fort Wellington
80. Laurier House
81. Rideau Canal
82. Merrickville Blockhouse
83. Bellevue House
84. Murney Tower
85. Kingston Fortifications
86. Shoal Tower
87. Fort Henry
88. Trent-Severn Waterway
89. Carrying Place of the Bay of Quinte
90. Peterborough Lift Lock
91. Mnjikaning Fish Weirs
92. Ukkwa Mandi
93. Navy Island
94. Queenston Heights
95. Butler's Barracks
96. Fort Queenston
97. Fort Mississauga
98. Mississauga Point Lighthouse
99. Battlefield of Fort George
100. Bethune Memorial House
101. Saint-Louis Mission
102. Woodside
103. Scottish Settlements
104. Point Clark Lighthouse
105. Fort Malden
106. Bois Blanc Island Lighthouse and Blockhouse
107. Fort St. Joseph
108. Sault Ste. Marie Canal

Manitoba
109. York Factory
110. Prince of Wales Fort
111. Lower Fort Garry
112. St. Andrew's Rectory
113. The Forks
114. Red House
115. Riding Mountain Park Lake Audy Registration Complex
116. Lower Hounds

Saskatchewan
117. Fort Espérance
118. Fort Pelly
119. Fort Livingstone
120. Motherwell Homestead
121. Battleford
122. Battle of Frenchman's Coulee / Fish Creek
123. Fort Battleford
124. Frenchmen Butte
125. Fort Walsh
126. Cypress Hills Massacre

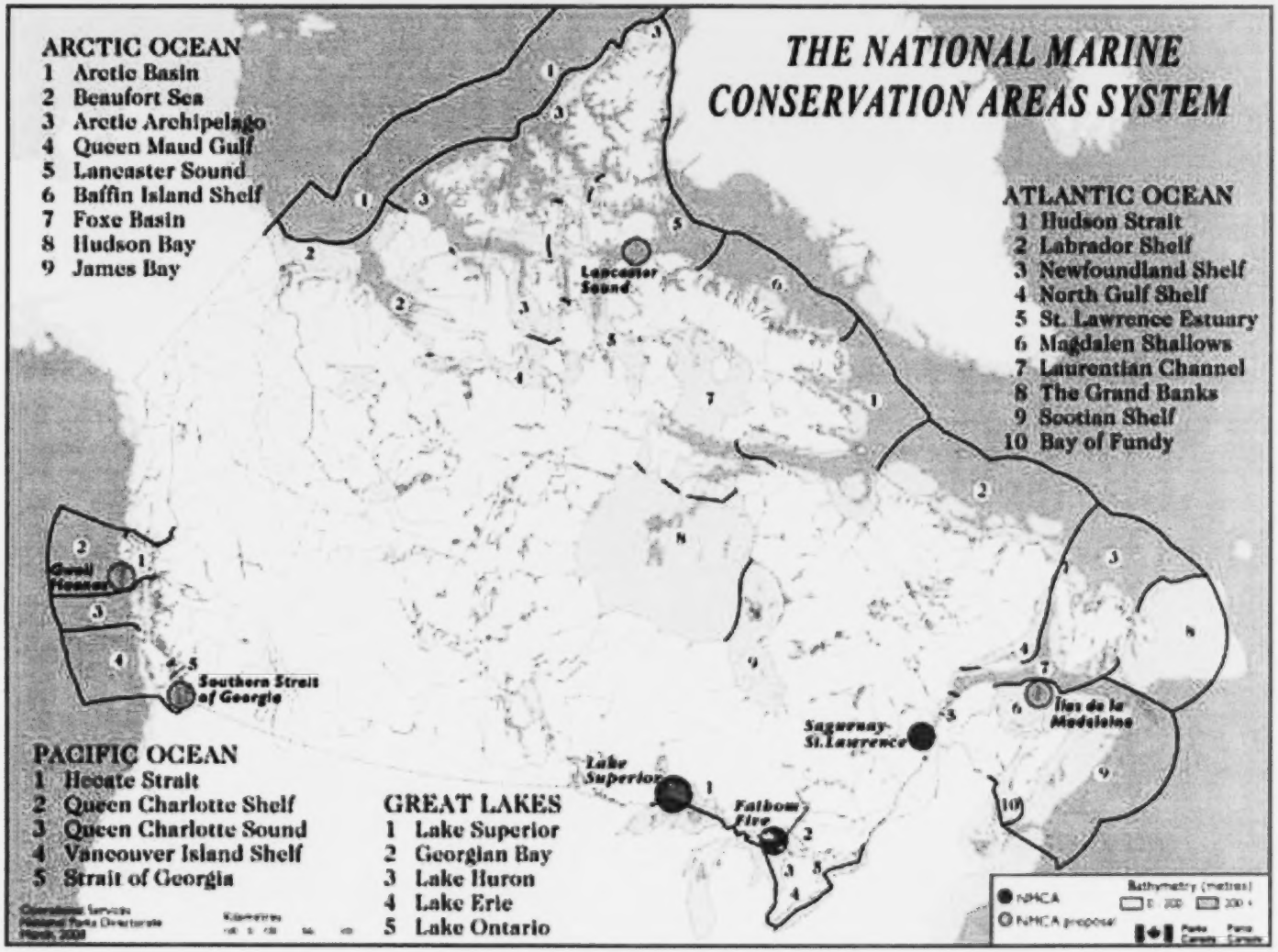
Alberta
127. Frog Lake
128. Fort Of Wolf in Western Canada
129. The U Ranch
130. Rocky Mountain House
131. Medicine Lodge
132. Cave and Basin
133. Howse Pass
134. Banff Park Museum
135. Abbot Pass Refuge Cabin
136. Dolphin Mountain Climatic Research Station
137. Jasper Park Information Centre
138. Athabasca Pass
139. Yellowhead Pass
140. Jasper House

British Columbia
141. Twin Falls Tea House
142. Kicking Horse Pass
143. Kootenae House
144. Rogers Pass
145. Fort Langley
146. Barkley Pilot
147. Gulf of Georgia Cannery
148. Pingard Lighthouse
149. Fort Rodd Hill
150. Fort St. James
151. Gitwangak Battle Hill
152. Nan Sdins
153. Chilkoot Trail

Yukon Territory
154. S.S. Klondike
155. Bridge N° 4
156. Dawson Historical Complex
157. S.S. Keno
158. Former Territorial Court House

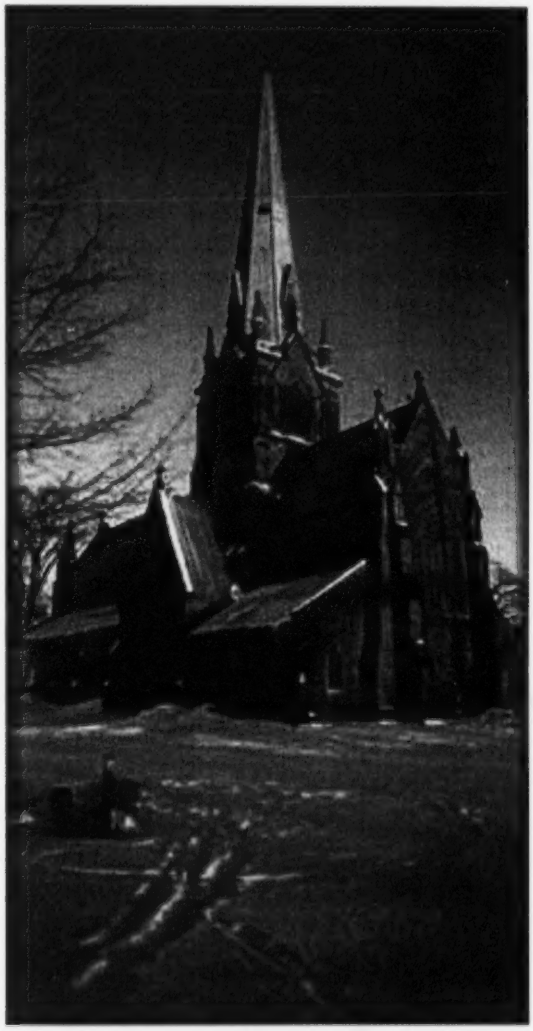
March 2008

Figure 3: The System of National Marine Conservation Areas of Canada



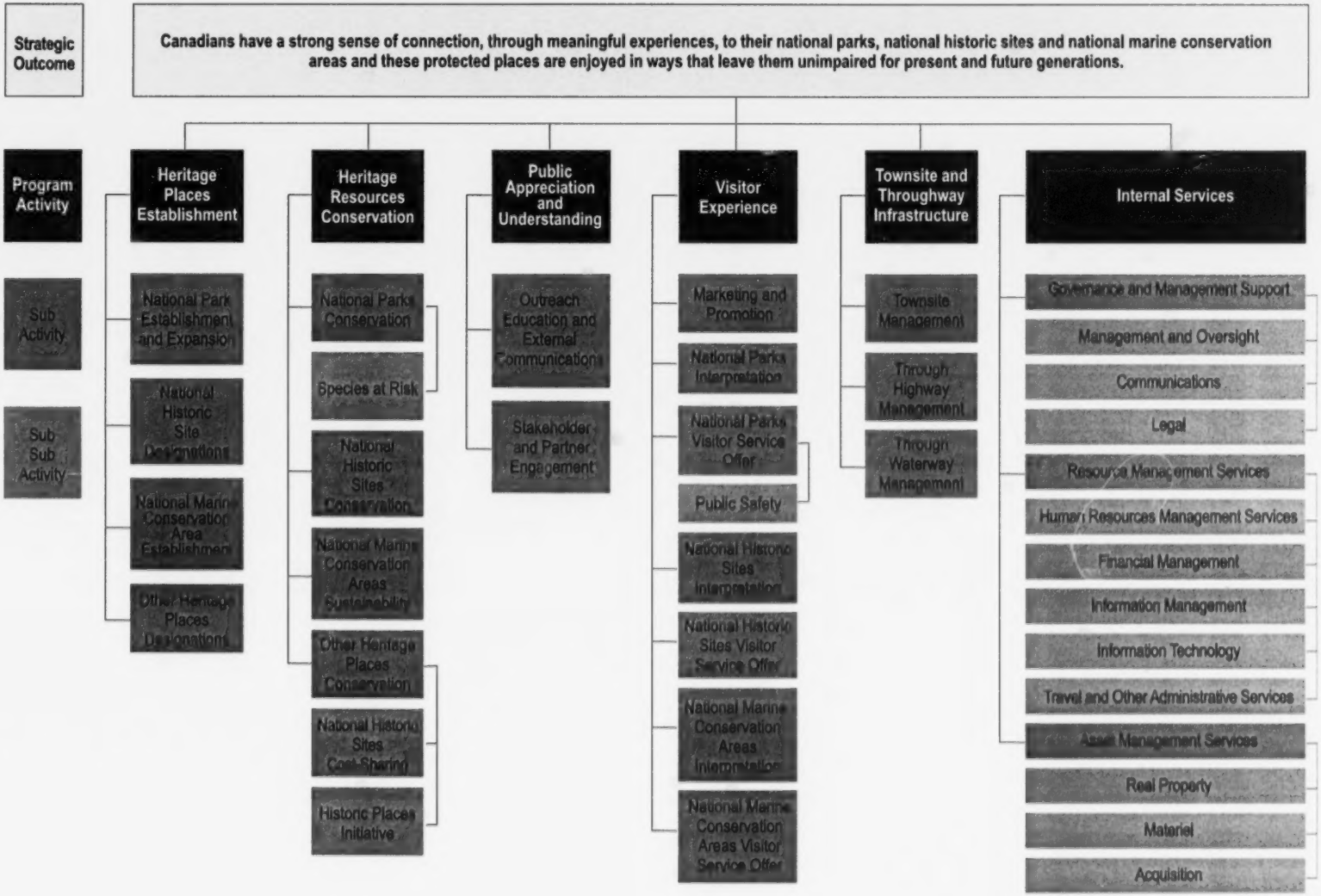
Strategic Outcome and Program Activity Architecture

Figure 4 presents Parks Canada's revised Program Activity Architecture (PAA). Revisions include the removal of the Commercial Heritage Properties Incentive Fund at the sub sub activity level under Heritage Resources Conservation after the program came to an end in 2008, and the addition of Outreach Education and External Communications and Stakeholder and Partner Engagement at the sub activity level under Public Appreciation and Understanding. The titles for three sub activities under Visitor Experience were also clarified. Visitor Activities and Services, for National Parks, National Historic Sites and National Marine Conservation Areas, is now referred to as Visitor Service Offer. These revisions better reflect the Parks Canada Agency strategic outcome and programs.



Christ Church Cathedral National Historic Site of Canada (NB),
© Parks Canada, Photo: C. Reardon

Figure 4: Parks Canada Strategic Outcome and Program Activity Architecture


Strategic Outcome
Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.
Program Activity
Sub Activity
Sub Sub Activity
Heritage Places Establishment
National Park Establishment and Expansion
National Historic Site Designations
National Marine Conservation Area Establishment
Other Heritage Places Designations
Heritage Resources Conservation
National Parks Conservation
Species at Risk
National Historic Sites Conservation
National Marine Conservation Areas Sustainability
Other Heritage Places Conservation
National Historic Sites Cost-Sharing
Historic Places Initiative
Public Appreciation and Understanding
Outreach Education and External Communications
Stakeholder and Partner Engagement
Visitor Experience
Marketing and Promotion
National Parks Interpretation
National Parks Visitor Service Offer
Public Safety
National Historic Sites Interpretation
National Historic Sites Visitor Service Offer
National Marine Conservation Areas Interpretation
National Marine Conservation Areas Visitor Service Offer
Townsite and Throughway Infrastructure
Townsite Management
Through Highway Management
Through Waterway Management
Internal Services
Governance and Management Support
Management and Oversight
Communications
Legal
Resource Management Services
Human Resources Management Services
Financial Management
Information Management
Information Technology
Travel and Other Administrative Services
Asset Management Services
Real Property
Materiel
Acquisition

Planning Summary

Strategic Outcome:
Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.

Performance Indicators*	Targets*
Percentage of national parks with maintained or improved overall ecological integrity	Maintain or improve the overall ecological integrity in all national parks from March 2008 to March 2013
Overall average of commemorative integrity rating	Improve the overall average commemorative integrity rating from 6.0/10 in March 2008 to 6.6/10 in March 2013
Percentage of Canadians that report a personal connection to Parks Canada administered places	Increase the percentage of Canadians that report a personal connection to Parks Canada administered places by March 2014

*National marine conservation areas are in their early development stages and their performance framework is still to be developed.

Parks Canada's level of performance in relation to the priorities and expected results outlined in this plan will be assessed using the performance rating system provided by Treasury Board. It is as follows: exceeded, met all, mostly met, somewhat met or not met.

Program Activity	Planned Spending** ($000s)					Alignment to Government of Canada Outcomes
	2009-10	2010-11	2011-12	2012-13	2013-14	
1. Heritage Places Establishment	**24,031**	23,817	22,203	21,074	21,074	Clean and Healthy Environment Vibrant Canadian Culture and Heritage
2. Heritage Resources Conservation	**200,604**	193,212	192,647	188,839	188,803	Clean and Healthy Environment Vibrant Canadian Culture and Heritage
3. Public Appreciation and Understanding	**26,683**	26,450	25,354	24,705	24,548	Clean and Healthy Environment Vibrant Canadian Culture and Heritage
4. Visitor Experience	**227,360**	226,477	226,442	226,434	226,362	Clean and Healthy Environment Vibrant Canadian Culture and Heritage
5. Townsite and Throughway Infrastructure	**97,086**	86,549	81,385	61,385	56,385	Safe and Secure Communities
6. Internal Services	**79,270**	79,097	78,889	78,889	78,889	—
Total Planned Spending	**655,035**	635,603	626,921	601,327	596,062	—
Full-Time Equivalents	**4,417**	4,417	4,417	4,414	4,414	—

**Due to rounding, figures may not add up to totals shown.

Parks Canada Agency Funding Profile

For the 2009-10 fiscal year, Parks Canada's budget to meet the expected results of its program activities and contribute to its strategic outcome amounts to $655 million.

Figure 5 illustrates Parks Canada's funding level trend from 2006-07 to 2013-14. Two trends are represented: the core funding and the total funding.

For the 2006-07 to 2008-09 period, the total funding includes all Parliamentary appropriation and revenue sources: Main Estimates, Supplementary Estimates, Treasury Board Vote 10, 15 and 30 and revenues from user fees and rights and privileges. It also includes carry forward adjustments. For the 2009-10 to 2013-14 period, the total funding corresponds to the planned spending and revenues. Supplementary funding and carry forward adjustments are not all known at this point and are therefore not all reflected, which explains why Parks Canada's total funding appears to be decreasing beyond 2009-10.

From 2006-07 to 2007-08, the major increases to Parks Canada's total funding were due to one-time amounts received for the Québec City 400th anniversary celebrations and the twinning of the Trans-Canada Highway through Banff National Park of Canada. In 2008-09, the Government of Canada set aside $100 million over five years for the twinning of an additional 14 kilometres of the Trans-Canada Highway through Banff National Park of Canada.

The core funding excludes carry forward adjustments and supplementary funding for specific projects. It illustrates the baseline funding Parks Canada receives from Parliamentary appropriation and revenue sources.

As shown in figure 5, since 2006-07, Parks Canada's core funding level has continued to increase due to new funding received for the improvement of ecological integrity in national parks; for the protection of species at risk; the Historic Places Initiative; and asset recapitalization. This new funding is stabilizing in 2009-10. As well, in 2008-09, Parks Canada received a reallocation of $8 million for fire suppression. Due to abnormally wet weather conditions and fewer wildfires this past summer, Parks Canada spent $6 million of these funds in 2008-09 and will carry forward $2 million into fiscal year 2009-10.

Figure 6 displays the allocation of Parks Canada funding by program activity. Parks Canada funding is primarily allocated to Program Activities 2 and 4 as they relate to the operations of the heritage places administered by the Agency. It should be noted that, as per Treasury Board Secretariat's directive, the funding allocated to Internal Services is now being displayed separately rather than being incorporated in program activities. Parks Canada plans to spend $79.3 million on Internal Services, which corresponds to 12% of its total funding. Figures 5, 6 and 7 do not include new Budget 2009 funding. This new funding is shown in figure 8.

Figure 5: Parks Canada Agency Funding Level Trend 2006-07 to 2013-14

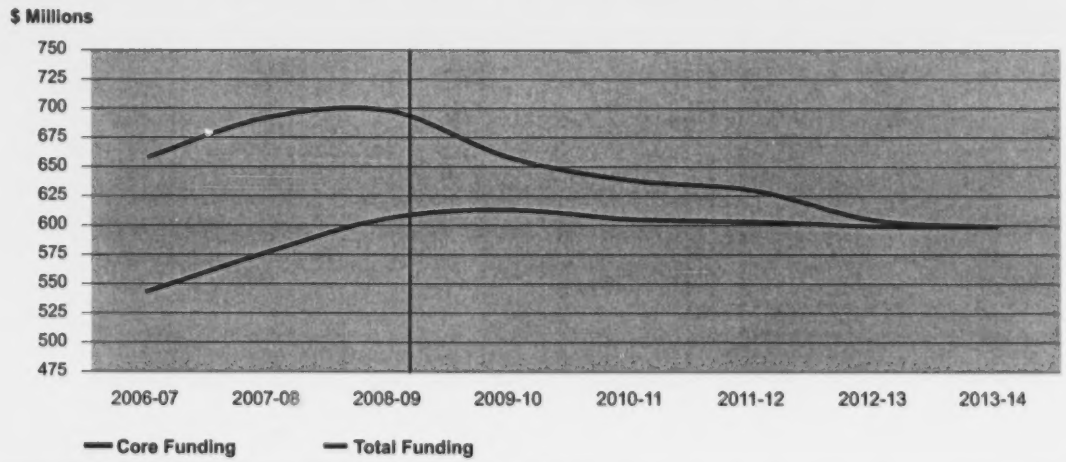


Figure 6: 2009-10 Allocation of Funding by Program Activity

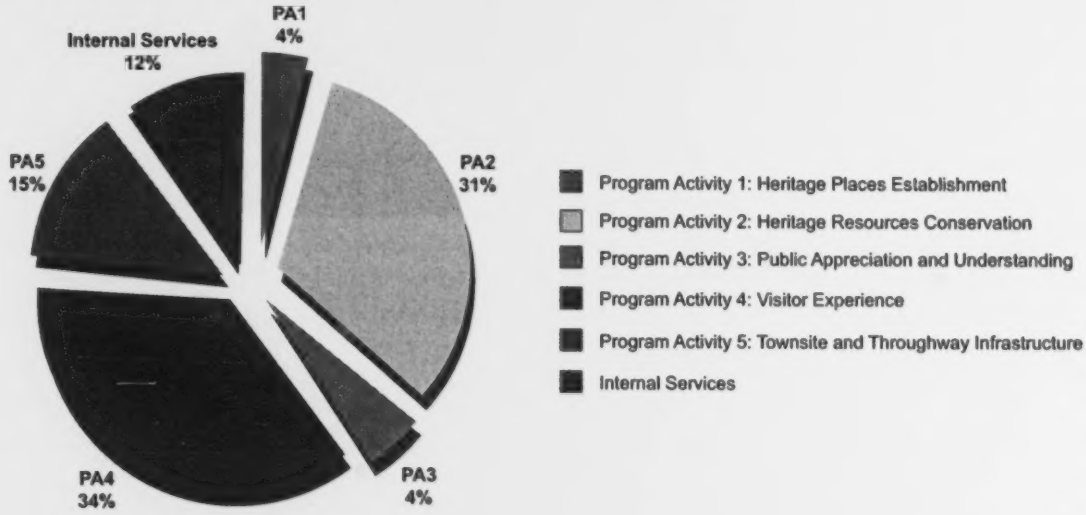


Figure 7: Voted and Statutory Items (in millions of dollars)

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2008-09 Main Estimates	2009-10 Main Estimates
25	Program expenditures	455.0	464.9
30	Payment to the New Parks and Historic Sites Account	0.5	0.5
(S)	Expenditures equivalent to revenues resulting from the conduct of operations pursuant to section 20 of the *Parks Canada Agency Act*	111.0	111.0
(S)	Contributions to employee benefit plans	44.0	42.9
	Total	**610.5**	**619.3**

Figure 8: Budget 2009 Funding Allocated to Parks Canada

New Funding Allocation	$ Millions
Upgrades to national historic sites, including a number of sites connected with the 200th anniversary of the War of 1812, as well as for national historic places owned by not-for-profit groups that receive support through Parks Canada's National Historic Sites Cost-Sharing Program	75
Improvements and enhancements to Parks Canada's visitor facilities, such as campgrounds and visitor centres	75
Completion of the Trans-Canada Highway twinning through Banff National Park of Canada from Lake Louise Village to the British Columbia border	130
Total	**280**

Parks Canada Agency Priorities

Program Priorities	Type*	Description
Establishing National Parks and National Marine Conservation Areas	On-going	Parks Canada will continue its efforts to create two national parks and one national marine conservation area by March 2010, and make demonstrable progress on four national park and two national marine conservation area proposals thus contributing to the protection of Canada's natural heritage while ensuring strong economic development.
Achieving EI Results on the Ground in Canada's National Parks	Previously committed to	Parks Canada will continue to lead active management projects in national parks to improve key ecological integrity indicators. Investments will be made in a strategic manner to achieve results on the ground.
Investing Strategically in Historic Assets	Previously committed to	Parks Canada will make targeted investments in the national historic sites it administers in order to improve the elements of commemorative integrity rated in poor condition.
Increasing Public Awareness and Engagement	On-going	A greater percentage of Canadians will report awareness and understanding of the heritage places managed by Parks Canada. As well, more Canadians will be aware of the increasing number of opportunities created for their involvement.
Improving Visitor Experience	On-going	Targeted Parks Canada initiatives will attract a greater number of visitors to national parks, national historic sites and national marine conservation areas as experiential travel destinations through a Parks Canada focused approach on the creation of visitor experience opportunities.
National Historic Sites Renewal	New	Parks Canada will develop a national historic sites renewal strategy to assess the present state of the program, enhance awareness of it, citizen engagement with it and the connection of Canadians to it.
Management Priorities	**Type***	**Description**
Renewing the Parks Canada Workforce	Previously committed to	Parks Canada faces challenges in recruiting and retaining qualified employees and in maintaining a workforce reflective of the diversity of the Canadian population. Parks Canada will continue to take actions to address these challenges. For example, it will develop and implement an Agency diversity program and an Agency renewal approach.
Asset Management	Previously committed to	Parks Canada will enhance its governance systems, internal policies and procedures in order to comply with the new Treasury Board Policy on Investment Planning.

* Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year prior to the subject year of the plan; **ongoing**—committed to at least three fiscal years prior to the subject year of the plan; and **new**—newly committed to in the year of the plan.

Corporate Risks and Mitigation Strategies

Parks Canada faces both challenges and risks to achieving its corporate objectives. Challenges are issues with which the Agency is currently dealing. Risks, on the other hand, are potential events with which the Agency may have to contend in the future. To deal effectively with its challenges and risks, Parks Canada has implemented an integrated approach to risk management.

During 2008, Parks Canada developed its first Corporate Risk Profile (CRP). The CRP provides discussion of the Agency's current corporate risks, including their drivers, consequences and current controls. The following is a summary of the CRP as it pertains to five key corporate risks and their mitigation measures.

Visitation to Canada's national parks and national historic sites is variable from year to year. Over the last five years, there has been no growth in visitation to national parks while national historic sites have experienced significant declines. As a result of these trends, Parks Canada has recognized as two key corporate risks that its service offer might be less attractive or of less interest to Canadians in comparison to other parks, cultural attractions and other leisure activities, and that support from local communities, stakeholders, NGOs and the Canadian public may not be sufficient to sustain and advance Parks Canada's programs.

To mitigate these two key corporate risks, Parks Canada created a directorate responsible for external relations and visitor experience and will continue to reinvest and increase its capacity in these areas. Policies and guidelines for partnering, media relations protocols, and a web content management system will be developed. Parks Canada will also develop and implement a national branding plan and launch a national awareness campaign. Marketing practices will be integrated into business practice. In addition, Parks Canada will develop a national historic sites renewal strategy to assess the present state of the program, enhance awareness of it, citizen engagement with it and the connection of Canadians to it.

Support from Aboriginal peoples is critical to Parks Canada's ability to meet its corporate objectives. Aboriginal peoples have long been supporters of Canada's national parks and national historic sites systems. The potential loss of Aboriginal support, which could derive from the complexity of Aboriginal affairs, has therefore been recognized as a key corporate risk. The Agency will continue to work closely with Aboriginal groups within the framework of land claim agreements, Court decisions and establishment agreements for its heritage places. However, Parks Canada recognizes that building trusting relationships must go beyond meeting legal obligations. Parks Canada will develop a guide for the development of formalized Aboriginal advisory relationships, which integrates the concept of Aboriginal Cultural Landscapes with national park management. The Agency will also work with other federal government departments in the development of federal Aboriginal policy, in response to Supreme Court decisions related to Aboriginal rights, setting of federal priorities and meeting federal objectives for Aboriginal economic development.

The ability to effectively capture and manage data and information is critical to Parks Canada, as it is to any organization. Parks Canada has recognized this as a key corporate risk. In order to mitigate its Information Management risk, Parks Canada will develop a Records Disposition Authority, deliver the first phase of its Information Management and Access to Information and Privacy Awareness training, and establish an Enterprise Information Committee. To meet requirements outlined in the Government Security Policy, Parks Canada will ensure Business Continuity Planning and Departmental Security Programs are developed.

In order to deliver its programs and support functions, Parks Canada must recruit and retain qualified employees. Parks Canada recognizes job market pressures as a key corporate risk. The Agency faces human resource challenges, stemming in part from the need to hire skilled staff to work in remote

locations, to provide services to Canadians in both official languages, and build a workforce that reflects the diversity of the Canadian population. To mitigate this risk, Parks Canada will develop and implement an Agency-wide diversity program and a renewal approach.

Section II:

ANALYSIS OF PROGRAM ACTIVITIES

Parks Canada has one strategic outcome as follows:

> Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for future generations.

To achieve its strategic outcome and fulfill its mandate, Parks Canada will serve Canadians in ways that meet their evolving needs and expectations. To ensure ongoing success in these activities, the Agency has embarked on a program of renewal wherein its many strengths are identified, recognized and shared, and new, future-oriented initiatives are developed and implemented.

To complement its Charter, and to guide and inspire staff and stakeholders, Parks Canada has developed the following Vision Statement:

Canada's treasured natural and historic places will be a living legacy, connecting hearts and minds to a stronger, deeper understanding of the very essence of Canada.

Parks Canada will pursue this long term vision and accomplish its strategic outcome by ensuring Agency activities are relevant to Canadians and thus strengthen and deepen Canadians' understanding and appreciation of their national heritage places. This will, in turn, build a strong sense of connection to these places in the hearts and minds of Canadians.

Initially the Agency renewal program is focusing on three key areas of activity:

- Enhancing relevance by building awareness and appreciation of national heritage places through up-to-date and effective programs;
- Integrating program delivery to optimize efficiency and accomplishment of all aspects of the mandate; and
- Encouraging and implementing innovation internally, and sustaining and enhancing partnering activities externally.

The first wave of renewal initiatives will be advanced over the next three years. To support these initiatives, Parks Canada is developing and will implement a multi-faceted, Agency-wide employee engagement program.

The section that follows describes Parks Canada's program activities and identifies the expected result, performance indicators and targets for each of them. This section also explains how Parks Canada plans on meeting the expected results and presents the financial and non-financial resources that will be dedicated to each program activity.

Program Activity 1:
HERITAGE PLACES ESTABLISHMENT

Expected Result of Program Activity: Represented regions in the systems of national parks and national marine conservation areas; the system of national historic sites represents the breadth and diversity of Canada's history.	
Performance Indicators:	**Targets:**
Number of represented terrestrial natural regions in the system of national parks Number of unrepresented regions with progress in advancing through steps towards establishing national parks[1]	Increase the number of represented terrestrial natural regions from 28 in March 2007 to 30 of 39 by March 2010 Make demonstrable progress towards establishing four national parks in three unrepresented regions by March 2011[1]
Percentage of recommended designations for under-represented themes in Canada's history	33% of yearly recommended designations are for under-represented themes in Canada's history
Number of represented marine regions in the system of national marine conservation areas Number of unrepresented regions with progress in advancing through steps towards establishing national marine conservation areas[2]	Increase the number of represented marine regions from three in March 2007 to four of 29 by March 2010 Make demonstrable progress towards establishing national marine conservation areas in two unrepresented regions by March 2011[2]

[1] Performance Indicator and Target for National Park Establishment and Expansion sub activity of Parks Canada's Program Activity Architecture (Figure 4)

[2] Performance Indicator and Target for National Marine Conservation Area Establishment sub activity of Parks Canada's Program Activity Architecture (Figure 4)

Heritage Places Establishment Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2009-10	2010-11	2011-12	2012-13	2013-14
Planned Spending	**24,031**	23,817	22,203	21,074	21,074
FTE	**92**	92	92	89	89

Program Activity Description:

This program includes systems planning, completing feasibility studies, research, consulting with stakeholders and the public, negotiating with other governments and Aboriginal organizations and obtaining Government of Canada approval, resulting in established national parks and national marine conservation areas and designated national historic sites of Canada and other heritage places. Canada's national parks and national marine conservation areas, as well as the places, persons and events of national historic significance to Canada are symbols to the world and are part of the fabric of the nation. Preservation of Canada's natural and cultural heritage and making it available to Canadians for discovery and enjoyment is of key importance. Establishing heritage places is essential to enhancing pride, encouraging stewardship and giving expression to our identity as Canadians, and involving Canada in the internationally shared objective of protecting and commemorating the best of the world's natural and cultural heritage.

Planning Highlights:

To achieve the expected result, Parks Canada plans to undertake the following activities:

- As of March 31, 2008, 28 of Canada's 39 natural regions are represented by one or more national parks. Work will continue on assessing feasibility or negotiating park agreements for six proposed national parks (identified in figure 1) and expanding Nahanni National Park Reserve of Canada and Tuktut Nogait National Park of Canada.
- Including the recently established Lake Superior National Marine Conservation Area of Canada, three of Canada's 29 marine regions are represented. Work will continue on two national marine conservation area proposals (Gwaii Haanas and Southern Strait of Georgia), which are at the feasibility assessment and agreement negotiation stages. Subject to territorial or provincial government readiness, two other projects (Lancaster Sound and Îles de la Madeleine) could proceed to feasibility assessment (see figure 3).
- Parks Canada is committed to streamlining and accelerating the national park and national marine conservation area establishment process wherever possible. This will be done by providing clear timelines to partners and the public for feasibility studies and agreement negotiations.
- Parks Canada will continue to take an integrated approach during the establishment process to ensure a clear understanding of the ecological, economic and cultural context of a proposal. This will include its contribution to the protection of ecological integrity, regional economic development, significant cultural resources and opportunities for visitor experience and learning.
- Parks Canada will seek public support for each new national park and national marine conservation area proposal. This is necessary to build positive, enduring relationships that will achieve successful outcomes to feasibility studies and establishment agreement negotiations.
- Parks Canada will increase efforts to include traditional knowledge in decision-making, particularly to identify potential economic benefits for Aboriginal people at the regional level relative to new national parks, national historic sites or national marine conservation areas.
- Parks Canada will continue to support the Historic Sites and Monuments Board of Canada and the Minister in the designation and commemoration of places, persons and events of national historic significance that represent the breadth and diversity of Canadian history. Through the New Commemorations Initiative, Parks Canada will undertake consultations with Aboriginal and ethnocultural communities as well as women's groups in order to encourage new nominations of places, persons and events of national historic significance in these under-represented themes.
- The Agency will prepare for the implementation of the *Heritage Lighthouse Protection Act* in May 2010 by developing criteria for designation and processes related to the receipt of petitions and their evaluation. This information will be publicly accessible.
- The Agency will continue to evaluate federally owned buildings and make recommendations to the Minister for the designation of those buildings that are determined to be of heritage value.

Oliver Sound, Sirmilik National Park of Canada (NU), © Parks Canada

Program Activity 2:
HERITAGE RESOURCES CONSERVATION

Expected Result of Program Activity: Management actions result in improvements to ecological integrity indicators in national parks, and the state of cultural resources in national historic sites is improved.	
Performance Indicators:	**Targets:**
Percentage of national parks with at least one improved ecological integrity indicator	Outside of national parks in the far north with an already acceptable ecological integrity status, 80% of national parks have at least one improved ecological integrity indicator from March 2008 to March 2013
Percentage of the condition of cultural resources and management practices elements of commemorative integrity rated as poor are improved	70% of the condition of cultural resources and management practices elements of commemorative integrity rated as poor are improved within five years

Heritage Resources Conservation Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2009-10	2010-11	2011-12	2012-13	2013-14
Planned Spending[1]	**200,604**	193,212	192,647	188,839	188,803
FTE	**1,272**	1,272	1,272	1,272	1,272

[1] Figures do not include new Budget 2009 funding.

Program Activity Description:

This program includes maintenance or restoration of ecological integrity in national parks through protection of natural resources and natural processes; ensuring the commemorative integrity of national historic sites managed by Parks Canada and influencing the commemorative integrity of those managed or owned by third parties; the protection and management of cultural resources under the administration of Parks Canada; and the sustainable use of national marine conservation areas including the protection of unique marine ecosystems. This program also includes fulfilling legal responsibilities assigned to Parks Canada by the *Species at Risk Act* and the *Canadian Environmental Assessment Act*. The protection of Canada's most special natural and cultural resources ensures that current and future generations will enjoy a system of protected heritage places.

Planning Highlights:

To achieve the expected result, Parks Canada plans to undertake the following activities:

- Parks Canada will work towards maintaining or improving the commemorative integrity of the national historic sites it administers, with particular attention to improving the condition of built cultural resources. Strategies to demonstrate improvements in elements of commemorative integrity rated as poor will be devised and implemented. Projects will be identified in national historic site management plans and the state of commemorative integrity will be reported in state of site reports.
- Projects will be carried out to improve elements of commemorative integrity that have been rated as poor. Examples for 2009-10 include:
  - protecting eighteenth-century remains of British and French military positions and camps located outside the walls of the Fortress of Louisbourg National Historic Site of Canada.
  - stabilizing Dredge No. 4 National Historic Site of Canada to eliminate the threat of wood rot.

- The Agency will support the protection of historic places not administered by Parks Canada through the Historic Places Initiative. The Agency will also support other government departments in the protection of their federal heritage buildings and archaeological sites by providing advice about proposed actions that could have a negative impact on their heritage value. Similarly, Parks Canada manages authorizations for owners of Heritage Railway Stations on interventions or plans for sale, in order to ensure the heritage character of these designated buildings is protected.
- Budget 2009 provides $75 million to Parks Canada for upgrades to national historic sites, including a number of sites connected with the 200th anniversary of the War of 1812, as well as for national historic places owned by not-for-profit groups that receive support through Parks Canada's National Historic Sites Cost-Sharing Program.
- Parks Canada will continue working on the development and implementation of a concept related to the creation of a National Trust for Canada as announced in Budget 2007. The intention is that the Trust would be at arm's-length from government and support heritage in Canada.
- Through active management and restoration initiatives, the Agency will continue to address conservation challenges in Canada's national parks. Strategic initiatives to demonstrate improvements in key indicators of ecological integrity will be devised and implemented. Priority management strategies and actions will be identified in park management plans and ecological integrity conditions and trends will be reported in state of park reports.
- High-impact active management projects are being initiated to maintain or improve aspects of ecological integrity. Examples of active management projects planned for 2009-10 include:
  - implementing a multi-year, regional ecosystem restoration program in Kootenay National Park of Canada to restore traditional winter habitat for bighorn sheep through the re-establishment of fire-maintained open forest and grasslands.
  - restoring salmon-bearing stream and coastal dune ecosystems with their associated species at risk in Pacific Rim National Park Reserve of Canada.
  - restoring the hydrological function and populations of genetically-unique, indigenous brook trout in La Mauricie National Park of Canada.
- Several funding sources are being consolidated to improve the integrated delivery of the Agency's programs. This will facilitate multi-year investments that address the most pressing ecological integrity issues in each national park and lead to priority actions on the ground.
- Parks Canada will continue leading the development of national recovery strategies for species at risk that are found primarily on lands and waters it administers. Parks Canada will also participate with Environment Canada and Fisheries and Oceans Canada in the development of recovery strategies for other species at risk that occur regularly, but not primarily, on Parks Canada's lands and waters.
- Parks Canada will continue to develop, as a priority, the various elements of the national marine conservation areas program. A national zoning framework for national marine conservation areas that reflects a spectrum of management approaches has been developed and will be applied. Parks Canada will develop a framework to report on the state of national marine conservation areas.

Program Activity 3:
PUBLIC APPRECIATION AND UNDERSTANDING

Expected Result of Program Activity: Canadians appreciate the significance of heritage places administered by Parks Canada and understand the importance of protecting and presenting them.	
Performance Indicators:	**Targets:**
Percentage of Canadians that appreciate the significance of heritage places administered by Parks Canada	Increase the percentage of Canadians that appreciate the significance of heritage places administered by Parks Canada by March 2014
Percentage of Canadians that understand the importance of why Parks Canada protects and presents its administered places	Increase the percentage of Canadians that understand the importance of why Parks Canada protects and presents its administered places by March 2014

Public Appreciation and Understanding Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2009-10	2010-11	2011-12	2012-13	2013-14
Planned Spending	**26,683**	26,450	25,354	24,705	24,548
FTE	**293**	293	293	293	293

Program Activity Description:

This program aims to reach Canadians at home, at leisure, at school and in their communities through communication and education opportunities designed to increase awareness, understanding, appreciation, support and engagement towards natural and historical heritage of Parks Canada administered places using a diversity of outreach education approaches, and technologies (such as Internet and/or new media). Parks Canada also intends to broaden its base of support by engaging its many stakeholders and partners and encouraging shared leadership through active participation in the development and implementation of the Agency's future direction.

Planning Highlights:

To achieve the expected result, Parks Canada plans to undertake the following activities:

- Canadians' awareness of the heritage places managed by Parks Canada will increase through a national awareness campaign, clear brand identity, and a proactive approach to media relations targeting specialized media, magazines, publishers and stakeholder audiences.
- Canadians will have timely access to information that is relevant to them through the renewal of the Parks Canada website and strategic investment in new media and social technologies.
- Canadians in large metropolitan areas like Montreal, around Lachine Canal National Historic Site of Canada, and Vancouver with the 2010 Olympics will be more aware, understand

and appreciate Parks Canada heritage places, as these places promote their role and relevance as community resources and places of pride. Urban Canadians will have opportunities to learn and develop a sense of connection to these heritage places through collaborations with heritage and environmental organizations, the arts and culture community, and other stakeholders.

- Ethnocultural communities, Aboriginal and women's groups and stakeholders will be involved in new designations and commemorations of national historic places, persons or events.
- Canadians will have increased opportunities to be involved with Parks Canada in activities they consider meaningful and relevant such as volunteering, stakeholder consultation and partnering.
- Through realignment and reinvestment in external relations, Parks Canada will increase and enhance its internal capacity.
- Parks Canada will develop a framework that enables Aboriginal traditional knowledge to meaningfully inform all aspects of park and historic site planning and management. The framework would also provide for opportunities for Aboriginal Peoples to reconnect with traditional cultural landscapes.
- As part of this framework, Parks Canada will continue to engage Aboriginal Peoples by establishing, by 2013, Aboriginal advisory relationships for each national park. These advisory relationships will comprise a number of collaborative structures and be guided by the unique legal and cultural contexts of each Aboriginal group.

Guided walk with interpreter, Riding Mountain National Park of Canada (MB), © Parks Canada, Photo: K. Bachewich

Program Activity 4:
VISITOR EXPERIENCE

Expected Result of Program Activity: Visitors at surveyed locations feel a sense of personal connection to the places visited.	
Performance Indicators:	**Targets:**
Percentage of visitors that consider the place is meaningful to them	Increase the percentage of visitors at all surveyed locations that consider the place is meaningful to them by March 2014
Percentage of visitors that are satisfied, and percentage that are very satisfied, with their visit	85% of visitors at surveyed locations are satisfied, and 50% are very satisfied, with their visit

Visitor Experience Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2009-10	2010-11	2011-12	2012-13	2013-14
Planned Spending[1]	**227,360**	226,477	226,442	226,434	226,362
FTE	**1,951**	1,951	1,951	1,951	1,951

[1] Figures do not include new Budget 2009 funding.

Program Activity Description:

This program supports the approximately 22 million person visits that are made annually to Canada's national parks, national historic sites and national marine conservation areas by Canadians and international visitors. The visitor experience is the sum total of visitors' personal interactions with heritage sites and/or people, interactions that awaken their senses, affect their emotions, stimulate their minds and leave them with a sense of attachment to these special places. Activities include the provision of high quality pre- and on-site trip planning information, reception and orientation, interpretation, campgrounds, infrastructure, hiking trails, opportunities for recreational activities, visitor safety and the ongoing post-visit relationship. The meaningful experiences fostered by these activities lead to a sense of relevance and connection to Canada's system of special heritage places.

Planning Highlights:

To achieve the expected result, Parks Canada plans to undertake the following activities:

- Canadians and international travelers' desires, expectations, needs and social values will be reflected in the opportunities for visitor experience facilitated by Parks Canada at its heritage places. This will be achieved through applying a market based approach to: identify and understand target markets; develop products, programs, events, facilities and services; and promote and deliver those meaningful experience opportunities.
- Visitation increases will be realised as Canadians and international travelers are made increasingly aware of the available visitor experience opportunities at Canada's heritage places through a clear brand identity, collaborative promotional programs with industry partners and focused communications to target markets.

- In collaboration with a broad range of partners, an increased number of visitors will be attracted through the enhancement of existing and the development of new visitor experience opportunities, including improved and diversified accommodation offers, front country trail systems, and an expanded number of interpretive products. Strategies will be identified in management plans and results will be reported in state of park and site reports.
- National parks and historic sites contribute to tourism in 465 communities in every province and territory through direct spending, visitor spending and spin-off economic activity. Budget 2009 provides $75 million over two years for improvements and enhancements to Parks Canada's visitor facilities, such as campgrounds and visitor centres.
- Visitor experience opportunities will be further enhanced by fostering economic and tourism opportunities related to authentic Aboriginal cultural experiences.
- Through realignment and reinvestment in the visitor experience function, Parks Canada will increase and enhance its internal capacity.

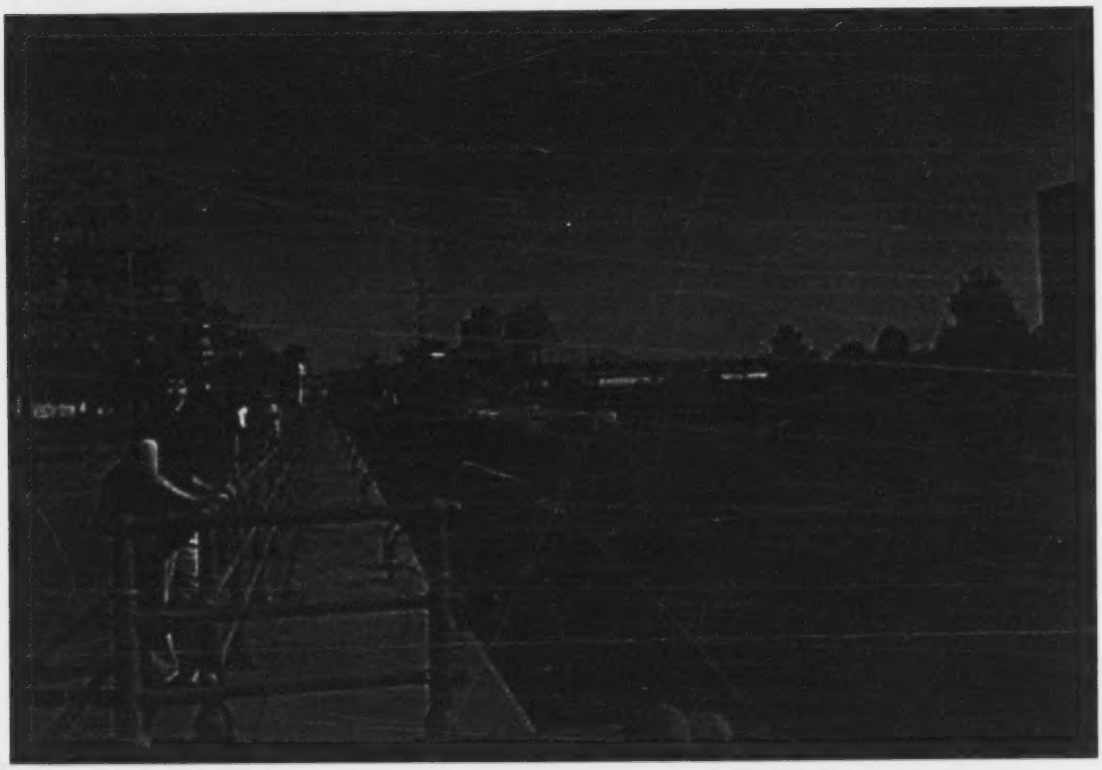
Visitor Interpretation, Saturna Island, Gulf Islands National Park Reserve of Canada (BC), © Parks Canada, Photo: J. McCulloch

Program Activity 5:
TOWNSITE AND THROUGHWAY INFRASTRUCTURE

Expected Result of Program Activity: Condition of contemporary infrastructure for townsites and waterways is maintained or improved, and through highways are open to traffic.	
Performance Indicator:	**Targets:**
Percentage of townsite and waterway contemporary assets that are maintained, and percentage of townsite and waterway contemporary assets rated as poor or fair that are improved, and number of days of closure of through highways due to asset condition	The condition of 75% of townsite and waterway contemporary assets is maintained, and the condition of 25% of assets rated as poor or fair is improved by March 2013 and 0 days of closure of through highways due to asset condition

Townsite and Throughway Infrastructure Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2009-10	2010-11	2011-12	2012-13	2013-14
Planned Spending[1]	**97,086**	86,549	81,385	61,385	56,385
FTE	**322**	322	322	322	322

[1] Figures do not include new Budget 2009 funding.



The Lachine Canal National Historic Site of Canada, located in Montreal, stretches 14.5 kilometres from the Old Port to Lake Saint-Louis (QC), © Parks Canada, Photo: E. Kedl.

Program Activity Description:

This program involves managing, operating and providing municipal services to five townsite communities within Canada's national parks. These are Field in Yoho National Park of Canada, British Columbia; Lake Louise in Banff National Park of Canada, Alberta; Wasagaming in Riding Mountain National Park of Canada, Manitoba; Waskesiu in Prince Albert National Park of Canada, Saskatchewan; and Waterton in Waterton Lakes National Park of Canada, Alberta. Two other townsites, Banff and Jasper, are self-governed since 1990 and 2002, respectively. Parks Canada retains authority for community plans and by-laws in Banff, and for community plans, land-use planning and development in Jasper. This program also involves the operation of provincial and inter-provincial highways and waterways that connect communities and pass through national parks and national historic sites.

Planning Highlights:

To achieve the expected result, Parks Canada plans to undertake the following activities:

- Parks Canada will continue to demonstrate environmental stewardship by minimizing the impact of townsite operations as well as meeting townsite targets for limits to growth, sewage effluent quality and management of contaminated sites.
- Parks Canada will maintain the condition of through highways so that they remain open to through traffic. None will be closed due to poor asset condition.
- Parks Canada is responsible for portions of the Trans-Canada Highway located within national parks. Work is underway on twinning the segment located within Banff National Park of Canada to increase passenger safety and ease traffic flows. Budget 2009 provides $130 million to Parks Canada to complete the last phase of this project, which will consist of twinning a section from Lake Louise Village to the British Columbia border.
- Water levels of canals will be managed to meet legal and/or operational obligations.

INTERNAL SERVICES

Internal Services Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2009-10	2010-11	2011-12	2012-13	2013-14
Planned Spending	**79,270**	79,097	78,889	78,889	78,889
FTE	**487**	487	487	487	487

Description:

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services (i.e., Investment Planning, Project Management, Risk Management, Planning and Reporting, Internal Audit and Evaluation); Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Planning Highlights:

With regard to its Internal Services, Parks Canada plans to undertake the following activities:

- In accordance with Treasury Board Management Agenda, Parks Canada will comply with the new Chief Financial Officer model over the next three fiscal years with the objective of increasing financial management oversight responsibilities of its executive cadre over five disciplines: financial management governance; internal control; financial resource management; financial information and reporting; and financial systems.
- The Agency will continue to make improvements in the way that it plans, carries out, reports and acts on audit findings. It will continue to conduct scheduled evaluations covering approximately 85 per cent of program spending including all grants and contributions programs between April 2008 and March 2013. Parks Canada will take steps to implement the new Treasury Board Policy on Evaluation when it takes effect.
- In order to comply with the new Treasury Board Policy on Investment Planning, Parks Canada is currently enhancing its governance, systems, internal policies and procedures.
- In response to the results of the 2007-08 Management Accountability Framework assessment, Parks Canada is developing a Business Continuity Planning Program in order to ensure the effective continuity of its mission-critical services, and to demonstrate compliance with the Government Security Policy and associated Treasury Board requirements. In addition, Parks Canada will continue to improve its approach to Integrated Risk Management.
- Parks Canada remains fully committed to building an engaged workforce and a supportive and achievement-oriented workplace where learning, development and advancement opportunities exist both for present and future staff. For example, in light of an ageing

workforce, Parks Canada is implementing renewal strategies that favourably position Parks Canada in an increasingly competitive job market. In addition, the accelerated learning program will continue to be offered to ensure that all managers and supervisors receive training in core management competencies, including human resource practices.

- The Agency will continue to focus on strengthening its leadership culture, in order to align people management practices and healthy workplace goals with the goals of being relevant to and representative of all Canadians. The strategic framework for people management, which takes an integrated approach to human resources management and sets out long-term priorities related to leadership, change management, learning and workforce sustainability, will be updated to reflect the Agency Vision and guide future decision-making involving managers and employees.
- Parks Canada will implement an Information Management, Information Systems and Information Technology (IM/IT/IS) Strategy to prioritize its IM/IT/IS investments to maximize business results. This includes the development of a set of Recordkeeping requirements and a Records Disposition Authority to ensure that Parks Canada information is managed in a way that guarantees its usability, accessibility and preservation.

LINKS TO ADDITIONAL INFORMATION

The following information can be found on the Treasury Board Secretariat's website at www.tbs-sct.gc.ca/estsd-bddc/index-eng.asp.

- Details on Transfer Payment Programs
- Sustainable Development Strategy
- Planned Internal Audits for 2009-2010
- Planned Evaluations for 2009-2010
- Sources of Respendable Revenue
- Summary of Capital Spending by Program Activity
- Planned User Fee Activities for New or Amended Fees

The following information can be found in the Library section of the Parks Canada website at http://www.pc.gc.ca.

- Update to Parks Canada Long Term Capital Plan
- New Parks and Historic Sites Account – Source and Use of Funds

For further information visit our website www.pc.gc.ca.